Improving Medical Performance

(Total Quality Management)

Day 1

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- **Mobile phones SHOULD BE SILENT**
- Please….. Each participant has to establish **skills logbook ;**
- The One-Minute paper exercise……..

Please ….read the Course Syllabus .

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Please , Create TEAMS

1- J. Juran

2- E. Deming

3- F. Pareto

4- P. Crospy

5- Ischakawa

6- Avedis Donadedion

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Case Study :

1- Flexit International, Case Study

2- Wrong Site Surgery, Mass General Hospital,

Case Study, teamwork. Case 34-2010: A 65-Year Old Woman with an Incorrect Operation on the Left Hand By David C. Ring, November 2010

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Healthcare QUALITY

Lecture 1

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Intended Learning Outputs :

By the end of this session, participants should be able to:

1. Why quality in healthcare ?
2. Define quality
3. Differentiate between the three aspects of judging quality
4. Identify key dimensions of quality

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Why Quality in healthcare?

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Why Quality in healthcare?

- Increasing costs of healthcare in presence of rising demands and limited resources

- Variation in quality of medical performance and outcomes in similar health organizations

(variation in between patients , healthcare providers & management teams)

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Today's Challenge

- Increase patient satisfaction
- Improve care quality
- Decrease cost
- Improve outcomes

And do it all at the same time!!!

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1. WHAT IS QUALITY?

- DOING THE RIGHT THINGS RIGHT FIRST TIME & EVERY TIME

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2. What is Quality?

- The Institute of Medicine(IOM) defines quality as:

  "The degree to which health care services for individuals and populations increase the probability of desired health outcomes and are consistent with current professional knowledge of best practice."

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JURAN INSTITUTE

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3. What is Quality?

" QUALITY IS FITNESS FOR USE"
(FFU)

Consisting of :

- FREE FROM DEFICIENCIES
– MEETING CUSTOMER NEEDS

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4. What is Quality?

- ✓Can be defined
  Objectively
  as
  compliance with, or adherence to standards.

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5. What is Quality

When Recipients of care define quality:

Meeting customer Requirements

by well designed services because they provide the features or characteristics that customers need as its high priority. (CTQ's)

Requirements = Needs + Demands + CTQ's

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Benefits of quality features:

↑ customer satisfaction

↑ revenues

↑ market share

↑profits

Improve the financial health of the organization

Enhance job security of the employees.

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Services vs. Products

- Most services are performances rather than objects
- Services are heterogeneous
- Production of the service is often inseparable from its consumption
- Services are perishable (fragile) = can't be stored

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Aspects of quality

1. Measurable quality
2. Appreciative quality
3. Perceptive quality

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Aspects of Quality: "The MAP"

1- Measurable quality:

- Is compliance with, or adherence to standards.
  - Generally driven by practice standards and cost and risk concerns.
  - Standards may be in the form of **practice guidelines** or **protocols** that serve to achieve perfection.

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Aspects of Quality: "The MAP"

2-Appreciative quality:

- Is the comprehension and appraisal of **excellence** beyond minimal standards, requiring the judgments of **experienced practitioners.**
- **Peer review** relies on the judgment of like professionals in determining the quality / non-quality of specific patient-practitioner interactions.
- **Courts of law** use expert witnesses to determine whether professional behavior was reasonable or negligent.

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Aspects of Quality: "The MAP"

3-Perceptive quality:

- Is the degree of excellence **perceived by the recipient** or the observer of care **rather than by the provider of care.**

- Quality as perceived by the patient is generally based on the **degree of care** expressed by health care providers **rather than on** the **physical environment** and **technical competence**. The latter two are essential to prevent dissatisfaction but do not necessarily lead to patient satisfaction.

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One Minute Exercise :

Demonstrate :

1. 2 definitions of quality
2. The 3 aspects of quality

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Key Dimensions of Quality

1. Appropriateness
2. Availability (Access to service)
3. Competency
4. Continuity
5. Effectiveness
6. Efficacy
7. Efficiency
8. Prevention & early detection
9. Respect and Caring
10. Safety
11. Timeliness

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1- Appropriateness:

- The degree to which the care and the services provided are relevant to the individual's clinical needs, given the current state of knowledge "JCAHO 2003".
- Correct, suitable resource utilization, as judged by peers.
- Doing the right things in accordance with the purpose.

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2-Availability (accessibility)

- The ease with which healthcare can be obtained.

Different types of accessibility :

1. Physical
2. Cultural
3. Financial
4. Specialty
5. Equipment

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3-Competency:

- The practitioner's ability to produce both the health and satisfaction of customers.

- The degree to which the practitioner adheres to professional and /or organizational standards of care. (Not a JCAHO dimension of performance, but a domain of performance).

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4- Continuity:

- The delivery of the needed healthcare as a coherent, unbroken succession of services.
- The coordination of care among all practitioners and across all involved organizations over time.

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5- Effectiveness:

- The degree to which care is provided in the correct manner, to achieve the desired outcome (JCAHO).

- Doing the right things right.

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6- Efficacy:

- The potential capacity or the capability of the care to produce the desired outcome, as through scientific research.

- The power of a procedure or a treatment to improve health status.

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7- Efficiency:

- The relationship between the outcomes (results of care) and the resources used to deliver care (JCAHO).

- The delivery of maximum number of units of healthcare for a given unit of healthcare resources.

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8- Prevention / Early detection:

- The degree to which interventions promote health and prevent disease. (Not a JCAHO dimension of performance, but a domain of performance).

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9- Respect and Caring:

- The degree to which those providing services do so with sensitivity for the individuals' needs, expectations and differences.

- The degree to which an individual is involved in his/her care decisions.

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10- Safety:

- The degree to which the risk of an intervention and risk in the care environment are reduced for a patient and other persons, including health care practitioners (JCAHO).

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11- Timeliness:

- The degree to which care is provided to the individual at the most beneficial or necessary time (JCAHO).

- The degree to which care is provided to the individual in accordance with his/her perception of promptness.

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Why Quality in Healthcare?

- Increasing costs of health care in presence of rising demands and limited resources… So, avoid Redo & Rework .
- Variability in quality of HC performance and outcomes in similar health organizations as regards:
  1. Patients : CPG's, Clinical pathways
  2. HC Providers : Credentialing & Privileging
  3. HC Management Team ……

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HC Management Team Look to Quality

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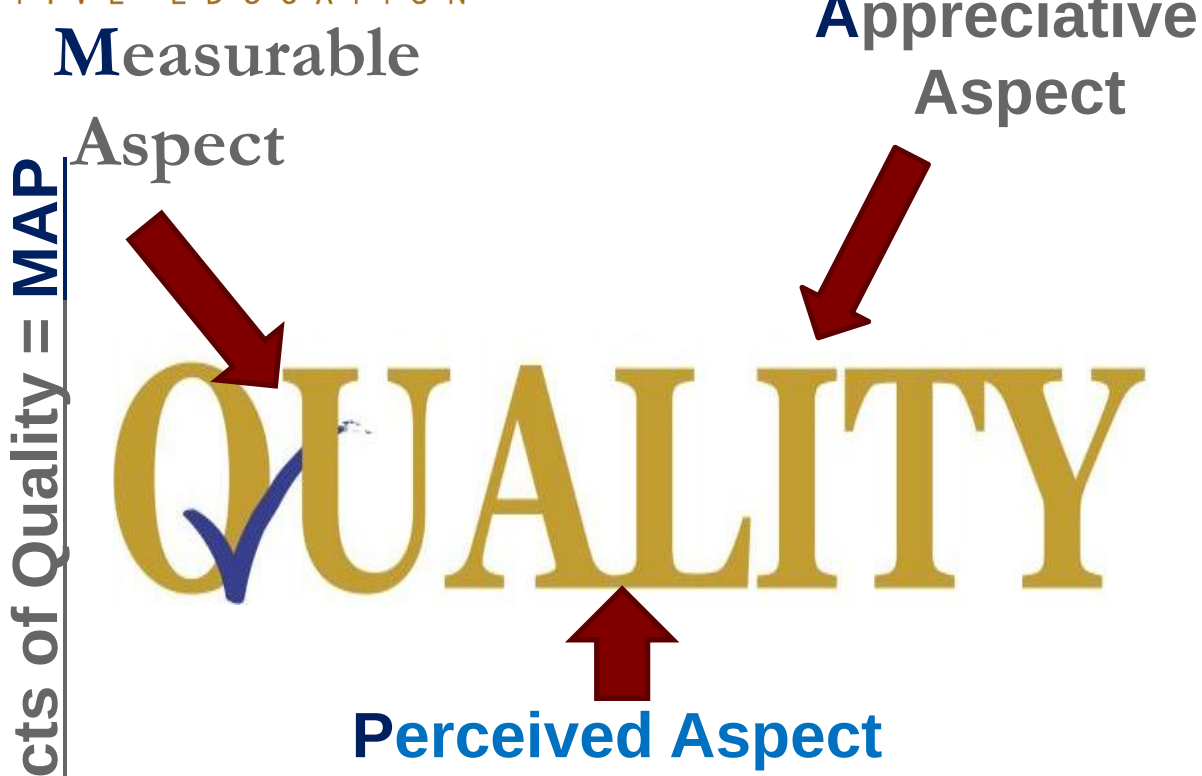
I. Aspects of Quality = MAP



HC Management Team Look to Quality

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I. Aspects of Quality = MAP

Measurable Aspect

1. Appropriateness
2. Availability (Access to service)
3. Competency
4. Continuity
5. Effectiveness
6. Efficacy
7. Efficiency
8. Respect and Caring
9. Safety
10. Timeliness

Appreciative Aspect

II. Key Quality Dimensions

QUALITY

Perceived Aspect

HC Management Team Look to Quality

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I. Aspects of Quality = MAP

Measurable Aspect

Appreciative Aspect

II. Key Quality Dimensions

1. Appropriateness
2. Availability (Access to service)
3. Competency
4. Continuity
5. Effectiveness
6. Efficacy
7. Efficiency
8. Respect and Caring
9. Safety
10. Timeliness

Perceived Aspect

III. Quality Management principles

1. Leadership commitment is the Key.
2. Buy-in
3. DDDM.
4. statistical thinking.
5. preventive and proactive
6. Quality empowers
7. the most vital processes.
8. Quality is what is perceived
9. Sound customer-supplier Relationship
10. Quality is FREE
11. Defects in quality come from processes
12. Focus on systems not on individuals (85% vs 15%)

HC Management Team Look to Quality

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Formal Assignment 1

Demonstrate 3 aspects &

3 dimensions of quality as implemented in your organization

Use Search Engines to get information about the assignment.

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Informal assignment 1
(to be sent by MAIL ONLY+ Individual)

Please Read & Demonstrate Briefly :

- ✓ Patients' rights & responsibilities
- ✓ Doctors' rights & responsibilities
- ✓ Informed Consent
- ✓ Physician–Patient Relationship
- ✓ Hippocratic Oath

Use Search Engines to get information about the assignment.

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